

THE GEORGE WASHINGTON UNIVERSITY
Washington, D. C.

MINUTES OF A REGULAR MEETING OF THE
FACULTY SENATE HELD ON OCTOBER 12,
1973, IN THE FACULTY CONFERENCE ROOM,
SIXTH FLOOR, LISNER HALL

1 President Elliott called the meeting to order at 2:15 p.m.

Present: President Elliott, Parliamentarian Stevenson, Angel, Birnbaum for Feffer, Black, Breen, Brenner, Burns, Cassidy, Eisenberg, Grub, Highfill, Holland for Vaill, Kaye, Kirsch, Kornhauser for Tillman, Linden, Metivier for Linton, Morgan, Naeser, Nash, Schiff, Schmidt, Schwoerer, Smith, Solomon, and Stevens.

Absent: Provost Bright, Registrar Houser, Albert, Foa, Harris, Hill, Kramer, Liebowitz, Parrish, Sapin, and Tsangaris.


2 The minutes of the regular meeting of September 21, 1973, were approved as distributed.

3 a. Professor Henry Solomon, Chairman of the Budget Subcommittee of the Executive Committee, made a report to the Senate on University budgeting and related matters based upon the findings and recommendations set forth in a report by the Planning Council as a result of its examination of the budgetary process during the past year. Professor Solomon stated that the report, among other things, stressed the need for faculty advice in the budgetary process, particularly in the area of academic programs. The President called for any comments regarding the report. Professor Stevens reported that he had received a communication from Professor Julian Eisenstein, a member of the Planning Council, in which Professor Eisenstein stated that he wished to be disassociated from the findings and the recommendations of the report, but that he did not wish to submit a minority report to the Senate. Professor Stevens also informed the Senate that the Executive Committee had requested the Budget Subcommittee, chaired by Professor Solomon, to continue in its capacity as the Planning Council. He stated that final disposition of the question of faculty input to the budgetary process could not be determined at the present time as such disposition would depend upon actions regarding the proposed All-University Assembly and recommendations of the Committee to Review the Faculty Organization Plan and the recommendations of the Professional Ethics and Academic Freedom Committee concerning the Faculty Code and Ordinances. Professor Solomon asked that Professor T. P. G. Liverman's name be added to the list of members of the Planning Council (shown on page 6 of the report) as his name was inadvertently omitted. Further discussion of the report followed by Professors Brenner, Solomon, Naeser, Nash, Kirsch, Schmidt, Cassidy, Highfill, Schiff, and Mr. Johnson. President Elliott indicated that the report, calling for no action, would be received and distributed with the minutes.

b. President Elliott reported that the Annual Report of the Athletics Committee for the 1972-73 Session had been submitted by Professor George V. Vahouny, Chairman, and would be received and distributed with the minutes.

4 a. Professor Stevens, on behalf of the Executive Committee, moved the nomination of Nicholas Kyriakopoulos, Associate Professor of Engineering, to the Committee on Administrative Matters as They Affect the Faculty. No nominations were made from the floor, and Professor Kyriakopoulos was unanimously elected.

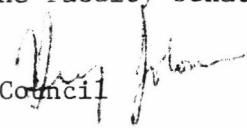
- 4 b. Professor Naeser, on behalf of the Professional Ethics and Academic Freedom Committee, moved the nomination of Reuben E. Wood, Professor of Chemistry, and Norman C. Kramer, Associate Professor of Medicine, to the Professional Ethics and Academic Freedom Committee. No nominations were offered from the floor, and the nominees were elected unanimously.
- c. Professor Stevens, on behalf of the Executive Committee, moved the nomination of Roderick S. French, Adjunct Assistant Professor of American Civilization, and Ellwood A. Smith, Director of Alumni Relations, for appointment by the President to the Editorial Board of the Academic Forum, and then asked that he be permitted to move also the nomination of Astere E. Claeysens, Jr., Associate Professor of English, as the third nominee for appointment by the President to the Editorial Board. The Chair accepted the additional name, and with no nominations being made from the floor, the three nominees were elected unanimously.
- 5 Professor Stevens, under Brief Statements, reported that he had received word from Alvin E. Parrish, Professor of Medicine, of his resignation as Chairman of the Senate Research Committee because of increasing duties at the Medical Center. Professor Stevens indicated that any members of the Senate interested in chairing the Research Committee should contact the Executive Committee so that a replacement could be considered as soon as possible. He also reported that a substantial number of communications from faculty containing recommendations to the Faculty Code had been received by Professor Naeser in response to the motion passed by the Senate at its last meeting requesting that such information be received by November 1, 1973.
- President Elliott reminded Senate members of Parents' Weekend and of the dedication of the new University Library, and he invited their participation in any and all of the many activities scheduled for those events.
- 6 The meeting was adjourned by the President at 2:55 p.m., upon motion made and seconded.


Frederick R. Houser,
Secretary

THE GEORGE WASHINGTON UNIVERSITY

21 September 1973

To: Edwin L. Stevens, Chairman
Executive Committee of The Faculty Senate

From: Henry Solomon, Chairman 
Faculty Senate Planning Council

Subject: Report by the Faculty Senate Planning Council on
University Budgeting and Related Matters

During the Academic Year 1971-1972, the Special Budget Subcommittee of the Faculty Senate examined the University's budgetary processes. In a memorandum to the Executive Committee, dated April 18, 1972, the Subcommittee reported several deficiencies. Principal among these were the following:

- (a) Inadequate consideration of academic programs and an unplanned organizational diffusion of decision-making responsibilities which prohibits adequate program consideration.
- (b) The presence of unnecessary budgetary secrecy and hence the lack of information for the faculty on the status of revenues, expenditures, and budgetary allocations by programs within the University.

In November 1972, the Special Budget Subcommittee was expanded to obtain a more complete representation of the University and was requested to continue its examination of the budgetary process and to serve on an interim basis as a Planning Council. In this latter capacity the Committee has reviewed departmental plans and has considered various topics suggested by the Provost.

The Planning Council has several findings and recommendations to report to the Executive Committee and it is suggested that these be transmitted to the Provost.

Findings and Recommendations

1. The Committee finds the following:

University budgeting is based on an estimate of University income (i.e., principally tuition income) for the budget year. Assuming that the income for the budget year is estimated to be higher than income for the current year, the University budget for instruction is increased by an equivalent percent. With some minor variations, each School and College is assigned the same rate of increase. At the School and College level, some attempts may be made to request additional funds from the Administration, but this seems to be, at least in part, a function of the view by the Dean as to whether it is his role to do so. Again while there are some minor variations, Departments are given approximately the same rate of increase in funds. The major observation is that future budget dollars are based on past budget dollars and are not based squarely on current or expected future needs of academic programs or, for that matter, not even based on expenditures. With respect to expenditures versus budgets, it has been noted that some Schools and Colleges spend considerably less than their budget authorizations each year. This appears to be viewed as some form of "savings." This Committee should like to point out that if surpluses are generated year after year, this is a clear indication of poor budgeting and use of resources. It indicates that either excessive amounts of money are being allocated (which we do not believe to be the case) or that the Schools, Colleges, and Departments are not given sufficient discretion in utilizing the resources given them by the Administration in meeting the needs of academic programs.

Recommendations

It is recommended that academic departments initiate the planning cycle each year by submitting their academic plans and programs and associated resource requirements to the Deans, Planning Council, and Provost so as to permit budgeting based upon these programs. This recommendation is consistent with a suggestion offered by the Commission on Governance.

More specifically, it is recommended that the departmental initiation of the planning cycle begin no later than Spring 1974 in preparation for the academic year 1975-1976 budget.

2. The Committee has found previously that increments in the resources over time for departmental programs have not been consistent with changes in requirements represented by parameters such as student enrollment. Also the Committee finds that over the next few years there will be a significant number of faculty retiring and that flexible replacement of retirees based on program needs can provide an efficient and effective means for implementation of academic priorities.

Recommendations

It is recommended that final annual budgetary guidelines issued to Deans and Departmental Chairmen include statements of academic priorities for the allocation of increments for academic programs and that these guidelines be made known to the faculty.

A departure from "uniform incremental budgeting" should be accomplished immediately. Hence, it is recommended that beginning with the academic year 1974-1975 budget, a statement of priorities be included in the budgetary guidelines. These priorities should be stated at least in terms of broad areas and levels of learning.

Further, it is recommended that for the interim academic year 1974-1975, the formulation of these priorities be determined by the Budget Committee with the advice of the Council of Deans and the Planning Council. Implementation of these priorities should pertain to the budgetary increment and should take full advantage of the possibility for redistribution of faculty in replacing retirees. Consideration for the formulation of these program priorities should include, but not be limited to costs and student enrollments.

3. The Committee finds that budget review and approval procedures have not, as a matter of course, involved coordination with Departmental Chairmen once initial budgets are submitted to the Deans.

Recommendations

It is recommended that beginning with the academic year 1974-1975 budget, no change should be made by a Dean or any higher review body without consulting the Departmental Chairman. The intent of this recommendation is to provide the beginning of the opportunity for more formal appeal procedures.

4. Previously the Committee found that certain doctoral programs have very low enrollment levels and that the decline in enrollments for these programs has been occurring for several years. The Committee also has found that consideration for utilization of the Consortium has been uneven.

Recommendations

These findings concerning selected doctoral programs relate of course to the finding given above relating to priorities. However it is recommended that special and immediate attention be given to the doctoral programs. Consideration should include, but not be limited to costs, enrollment and interaction of these doctoral programs with all other levels of instruction.

Also it is recommended that in the choice of priorities, more serious attention be given where applicable to the utilization of the Consortium.

5. The Committee finds that the distribution of Graduate Teaching Assistants should be reviewed more closely. It appears that the current distribution has not been related directly to work load or the availability of individuals to receive these appointments. The appointments of Graduate Teaching Assistants provide a means for attracting superior graduate students and serve as an important ingredient for their academic training. Also these appointments serve as a useful teaching resource.

Recommendations

It is recommended that the distribution of Graduate Teaching Assistants among departments be considered with respect to explicit

attention to the demand for and supply of these Assistants. It is not possible to create a single formula for this purpose due to qualitative differences in assignments and also due to some dependence on program priorities. However, at a minimum, administrative flexibility in this distribution should be such that reallocations may be made in the spring prior to the beginning of each academic year. These reallocations should be accomplished in consultation with the appropriate Graduate Deans and Chairmen.

6. The Committee finds that there is considerable variance in stipends and work load for Graduate Teaching Assistants offered by the many departments.

Recommendation

It is recommended that a uniform rate structure for stipends be utilized and that if there is need for deviation from this, that this require specific justification.

7. The Committee finds that there has been considerable increases in course offerings over the years and that it is likely that a significant proportion of these new course offerings represent duplication over the various Departments, Schools and Colleges.

Recommendations

It is recommended that effective steps be taken to eliminate course duplications. To begin this process, it is recommended that a freeze be imposed on all new proposed course and program offerings and that any academic unit proposing such new offerings provide a justification to the Provost, who will select a Committee representing the pertinent disciplines in order to assess the possibility of duplication. Further, it is recommended that the Provost form Committees, as appropriate, to begin a review within and between Schools and Colleges to identify existing duplications so that they may be eliminated.

Finally, the Committee reiterates that the veil of secrecy on budgeting should be abandoned. Also it is recalled that in an earlier memorandum, the Committee suggested that a small amount of money be budgeted for use by the Faculty Senate. It is now recommended that this be done beginning with the next academic year.

Copies to the Committee

Guy Black
Julian Eisenstein
Arthur D. Kirsch
Hugh L. LeBlanc
Edwin J. B. Lewis
Anthony Marinaccio
Alvin E. Parrish
Presson Shane
Henry Solomon
T. P. G. Liverman

FINAL REPORT

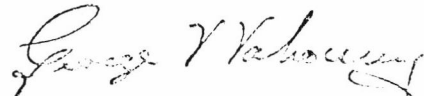
FACULTY SENATE ATHLETIC COMMITTEE

The Athletic Committee met on two occasions during 1972, at which times two primary items were considered..

1. We were approached by Mr. Robert Rose who discussed current plans for the new physical activities facility, and the possibility that the Athletic Committee might assume responsibility for fund raising. The consensus of the Committee was that, although individual members might take a personal role in fund raising, this activity was not appropriate for the Senate Committee as a whole. It was suggested that an ad Hoc Committee of interested faculty and alumni should be formed to support the fund raising activities.

2. Athletic Director Bob Faris and the NCAA representative, Professor Caress, presented the new proposals for consideration by the NCAA at their meetings in Chicago. The Committee was asked to peruse these proposals and make recommendations. These were discussed again at the second meeting, and the Committee offered ideas and guidance to our representatives.

Respectfully submitted,



George V. Vahouny, Chairman

Members:

Lee S. Bielski
Edward Caress
Samuel M. Fox
John E. Fredland
Charles J. Herber
T. L. Jones
Merle G. Van Dyke
Martin J. Kirsch
A. George Cook III
Robert K. Faris, ex officio

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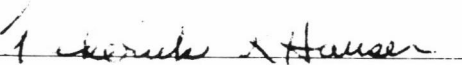
The Faculty Senate

October 3, 1973

The Faculty Senate will meet on Friday, October 12, 1973, at 2:10 p.m., in the Faculty Conference Room on the sixth floor of Lisner Hall (Old Library).

AGENDA

1. Call to order
2. Minutes of the regular meeting of September 21, 1973
3. Reports:
 - (a) Report by the Budget Subcommittee of the Executive Committee, Professor Henry Solomon, Chairman
 - (b) Annual Report of the Athletics Committee, 1972-73 Session
4. General Business:
 - (a) Nomination for election of Nicholas Kyriakopoulos, Associate Professor of Engineering, to the Committee on Administrative Matters as They Affect the Faculty
 - (b) Nomination for election of Reuben E. Wood, Professor of Chemistry, and Norman C. Kramer, Associate Professor of Medicine, to the Committee on Professional Ethics and Academic Freedom
 - (c) Nomination for appointment by the President to the Editorial Board of the Academic Forum: Roderick S. French, Adjunct Assistant Professor of American Civilization; Ellwood A. Smith, Director of Alumni Relations
5. Brief statements
6. Adjournment


Frederick R. Houser
Secretary

